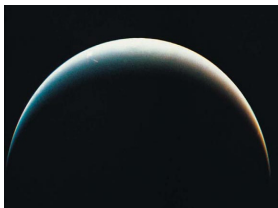




TRADOC

Where Tomorrow's Victories Begin

The Army . . . At War and Transforming



Military Operations in 21st century have changed

- 11 September 2001 attacks bring US into global war on terrorism
- Adversaries are a wide range of state and non-state actors
- Operations are conducted in a more inhospitable, austere environment
- Terrain is increasingly urban and complex

Operation Enduring Freedom and Operation Iraqi Freedom

- Time required to begin operations is reduced from months to weeks
- Attacks were largely non-linear, simultaneous, ground before air
- Enemy was destroyed or dispersed by overwhelming maneuver and fires
- Logistical support was highly mobile and multimode; smaller buildup and footprint
- Sum of Combined Arms has become increasingly joint, major SOF role

The Army must meet evolving security challenges of the 21st century

- Deny enemy access to our homeland and Army forces abroad
- Strengthen Army ties with government intelligence agencies
- Operate in a global and more dynamic environment

Proliferation of military technology, and civilian technology transfer

- Technology is easily accessed through the Internet
- Adversaries are more technologically sophisticated
- Weapons and communications must employ advanced capabilities

Army doctrine and concept development must link with Joint, Interagency, and Multinational partners

- Army wargames explore joint transformation concepts
- Range of military operations conducted in concert with civil efforts
- Unity of effort must exist between military forces and civilian agencies

The Army requires a balance between our light and heavy forces.

Stryker Brigades:

- Meet the need for a lighter, faster force with punch
- Are essential to changing the culture of the Army
- Are the precursors for the Future Force

Preface

Prepare The Army for War

The TRADOC Commanding General has stated that TRADOC's top priority is supporting the war on Global Terrorism. To that end, TRADOC played a key role in preparing The Army for both Operation Enduring Freedom and Operation Iraqi Freedom:

- Leader Development - Confirmed and validated by bold, innovative, and adaptive tactical leaders.
- Army Training – TRADOC executed sound institutional training and combat training centers produced trained and ready tactical units and headquarters.
- Training Support - TRADOC provided the training support systems that allowed units to execute effective training at home station and deployed locations.
- FM 3-0, Operations - The Army's keystone doctrine anticipated full spectrum operations and the need to seamlessly transition across offense, defense, stability, and support operations.
- Warfighting and Training Doctrine - Our doctrine is both relevant and effective; Soldiers successfully fought as they were trained.
- Digitization - TRADOC's digitization work for The Army provided the foundation for improving situational awareness by tracking friendly units of all Services.



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Architect of the Future

Since its establishment, TRADOC has led the way in transforming The Army. The Command serves as the architect of the future in addition to accessing and training the force. In response to changing needs, TRADOC is reorganizing to create and support the Future Force with these initiatives:

- Establish and assign our best to a world class Futures Center responsible for all Future Force developments.
- Develop Future Force operational concepts.
- Create and execute a comprehensive Army Transformation Concept Development and Experimentation Plan (AT-CDEP) to gather insights and refine concepts, architectures and capabilities.
- Develop capabilities to assess new warfighting concepts using networked Battle Labs with common modeling, cutting edge simulations and facilities, in a collaborative environment linked to the Joint Forces and Army Materiel Commands.
- Develop embedded training to provide training anytime - anywhere, at the institution, home station, combat training center, while deploying, deployed and employed.

Jointness

Joint Operations are key to the success of our military. Our Future Force provides the Joint Force Commander with options for dominating land operations that leverage the contributions from all other Armed Services. TRADOC leads and represents the Army in development of joint concepts and experimentation to ensure that the Army's Future Force is synchronized and consistent with the direction of our Nation's joint forces.

Requirements to Solutions

Joint and Army warfighting concepts serve as the basis for determining requirements and developing solutions through doctrine, force design, materiel, personnel, and facilities (DOTMLPF). TRADOC is the advocate for the Soldier in the materiel acquisition process. We represent the user from the initial concept to fielding of equipment.

Deputy Chief of Staff for Intelligence (DCSINT)

The Operational Environment (OE) and the RED FRANCHISE

Changes in the operational environment demand The Army consider new approaches for creating a capabilities-based force. The global war on terrorism, shifts in patterns of operation by prospective adversaries, changes in our strategic interests, and further defense reform have brought a new sense of urgency to transforming the U.S. military. TRADOC has conducted exhaustive study and research aimed at capturing the complexity of the OE to account for the variables and assess the required capabilities, DOTMLPF solutions associated with future warfighting. This new model reflects the simultaneous existence of conditions that span the spectrum of operations, and accounts for a wide variability in terrain and other environmental considerations. This OE and threat construct serves as the intellectual framework for all developments work, addresses all aspects of DOTMLPF, and establishes the technology database that defines the full range of capabilities expected in the operational environment. Supporting that effort is a franchise, formal and informal, comprised of strategic and operational members that broadly represent the body of knowledge in this critical area. This "Red Franchise" provides the critical linkage between what we know and understand about the current operational environment and what is recognized as the trends and variables within the environment that will impact on the readiness of the current force and capabilities of the Future Force.

Threats, the Contemporary Operational Environment (COE), and Opposing Forces (OPFOR)

In the future battlespace, adversaries will attempt to counter American strengths by attacking or exploiting weaknesses, especially our dependence on deployment to major aerial and seaports of debarkation. They will employ special purpose forces, long-range strike, weapons of mass destruction, and improve their information capabilities. They will attack America's ability to maintain positive relationships with host nations, the media, multinational, intergovernmental, or interagency partners, and they will also seek to conduct strategic operations to degrade U.S. national will. The result will be a future battlefield of unprecedented complexity, fluidity, and lethality. It will also be a battlefield with unprecedented mental and physical demands on both our leaders and the soldiers they will lead.

The associated DOTMLPF challenge is to capture the lessons and requirements emerging from ongoing operations and deployments, analyze them and interpret the meaning, and then disseminate to the institutions and to the field, to ensure that training and leader development remain relevant. To meet this challenge the DCSINT has created the contemporary operational environment; which builds upon the work done on the operational environment, but focuses on the need to sustain the readiness of today's capabilities while training and developing the leaders to execute future missions. The contemporary operational environment

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defines and shapes the scenarios utilized in developmental and training design efforts. This effort is fully coordinated and integrated in the operational environment and threat products with Joint and other Services' training, development, and experimentation programs.

This construct is supported by a series of doctrinal publications that define and institute a broad range of opposing forces (OPFOR) tools for use in all training and leader development efforts. TRADOC DCSINT is the threat approval authority for the Army and the executive agent for the Army's OPFOR programs. Responsibilities include developing, publishing and training OPFOR doctrine and tactics, techniques, and procedures (TTP) in support of all Army and Joint training, analysis, and experimentation needs. To this end a continuous assessment and accreditation of the operational and OPFOR portrayal at combat training centers (CTCs), surveillance, acquisition, and reconnaissance (SAR) Training Support Divisions, TRADOC institutions, and other training activities are maintained.



Joint Operational Environment

A strategic tenet of the U.S. Defense Planning Guidance (DPG) directs U.S. forces to adopt a capabilities-based approach to military operations. U.S. defense planning will focus less on where and when a conflict will occur and more on the broad set of capabilities U.S. military forces need to deter, deny, and defeat adversaries who will rely on surprise, deception, and asymmetric warfare to achieve their objectives. The paradigm shift from a threat-based to a capabilities-based U.S. military force demands a changed approach in how we arrive at concepts, develop capabilities, conduct experiments, build training products, and educate leaders. Indeed, our current framework for performing these functions, nested in a well-defined environment and known threat, no longer provides the range, depth, or metrics for the types of capabilities necessary to meet the future demands of our global engagement strategy.

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A joint perspective of the operational environment will serve as the intellectual foundational component of Transformation that supports joint and Service concept development and experimentation strategies. It will provide a consistent, accurate, and challenging portrayal of environmental and threat variables, and serve as the standard framework against which the future joint force is measured. The operational environment will identify strategic trends, areas in the future that will become friction points and lead to conflict, that are not necessarily based on DPG or current national interests. It will also identify how threat strategies are linked to strategic aims, and the ways and means available to adversaries to enable their strategies. The operational environment will distinguish operational, strategic, and tactical designs for application of the ways and means. TRADOC, with J-9 support, is leading a community effort to design and develop that framework and establish a joint operational environment process to enhance the planning, coordination, and conduct of joint and multinational operations.

Devil's Advocate

TRADOC has established a program of critical self review, utilizing a devil's advocacy methodology, to ensure the DOTMLPF developmental efforts are exposed to continuous and rigorous challenge through an iterative process in which counterstrategies are employed to identify points of failure and key uncertainties. The initiative has been established inside the DCSINT to provide the necessary teaming and support structure to investigate critical points of failure and threat counterstrategies in support of Army Transformation. The team is designed to work in close coordination with DoD and USJFCOM "red teams" to address joint, multi-Service, interagency, and multinational issues and to cover the broad variety of experimentation venues available today. A key feature includes a readily available pool of individuals and organizations with general, military, scientific, and technical expertise to apply using this methodology and approach.

Emerging Threats

The DCSINT directs the Foreign Military Studies Office (FMSO) at Fort Leavenworth who provides a wide range of products and services. This organization supports TRADOC and the greater intelligence community with: a continuous assessment of emerging threats; a center for emerging threat collection, analysis, and production; the management of the Fort Leavenworth



Joint Reserve Intelligence Center (JRIC) and other RC personnel. FMSO also analyzes threats and operational environments through its emerging threats open-source analytical program, extensive organizational contacts with foreign military and security specialists, and its operation of the Fort Leavenworth JRIC.

Deputy Chief of Staff for Operations and Training (DCSOPS&T)

Transforming Initial Entry Training (IET)

IET continues to produce the best soldiers in the world. IET embeds The Army's values and culture in our soldiers while developing their ability to be mentally and physically tough and unwilling to accept defeat. They are constantly challenged through a rigorous standards-based program that places emphasis on hands-on, performance-oriented training under stressful conditions. IET soldiers are provided the necessary skills, knowledge, and abilities to:



- Be a contributing team member on day one in their first unit.
- Live the Army values and demonstrate the warrior ethos.
- Become an active learner who pursues continuous improvement as a member of a learning organization.

These areas provide a framework of analysis as we continue to develop and refine our concepts for the Future Force soldier:

- Expand the use of one station unit training (OSUT)-like training.
- Evaluate potential strategies for using assignment-oriented training.
- Shape civilian credentials and certifications.
- Explore ways to develop leadership in IET—well before they pin on the stripes.
- Capitalize on the time spent in the enlistment process for training and preconditioning activities, especially in the delayed entry program.
- Ensure that our IET program builds the foundation for full integration of the soldier's family into the Army.

Transforming Institutional Education

TRADOC is instituting a multi-tiered leader training and education system. It embeds small unit leadership skills with branch tactical and technical competence at the initial entry and basic levels, combined arms operations and leadership competence in battlefield operating systems at the advanced level, and joint,

interagency, and multinational operational competence at the intermediate level. Training and education at the senior level will continue to focus on strategic leadership. Overall, we seek to revitalize our professional military education system by focusing curriculum development on maintaining relevancy; providing experiential training; maintaining quality assurance, quality control, and accreditation; and reinforcing The Army as a learning organization.

Adult learning is complex and no single learning method can effectively meet the Army's current or future curricula requirements. Classroom instruction is the traditional method of teaching. However, classroom-delivered training alone cannot develop the soldiers and leaders that we need now and for the Future Force. By applying the advances in distributed learning, we are connecting to soldiers and leaders in ways that previously were limited to physical presence of instructors and students in a classroom. We are designing courses with an appropriate mix and sequence of resident classroom instruction and experiential learning, supported by distributed learning, and subject-relevant lessons and insights from the combat training centers to support specified learning and leader development objectives. Absorbing this information in the schoolhouse, soldiers and leaders will have a knowledge base that can be enhanced through life-long learning in units and self-development.

Combat Training Centers

The Army's Combat Training Centers mission is to provide highly realistic and stressful joint and combined arms training that approximates actual combat. Today's combat training centers provide tough, realistic, multi-echeloned, and fully integrated training for soldiers, leaders, and units. They produce bold, innovative, and adaptive leaders able to deal with the complex situations they will face on today's battlefields. The combat training centers of the 21st century will continue to achieve these results across the full spectrum of conflict in a contemporary operational environment that includes expeditionary joint warfare and simultaneous operations in depth. To this end, the Army Combat Training Centers are components of the Joint National Training Capability, which links existing Service-training sites through live-virtual-constructive interfaces to maximize joint training opportunities. Today, the Combat Training Centers are rapidly incorporating lessons learned from Operations Enduring Freedom and Iraqi Freedom in order to portray an asymmetric threat and the environment most likely facing our soldiers in future combat, to include the integration of Special Operating Forces, governmental and non-governmental organizations, and civilians on the battlefield. The history of the combat training center program and the nature of future threats attest to the importance the Army must continually place on training the nation's soldiers.

Embedded Training

Embedded Training provides "training anytime, anywhere" – institution, home station, combat training center, while deploying, deployed and employed. Embedded training capabilities include the full cycle of FM 7-0 training activities –

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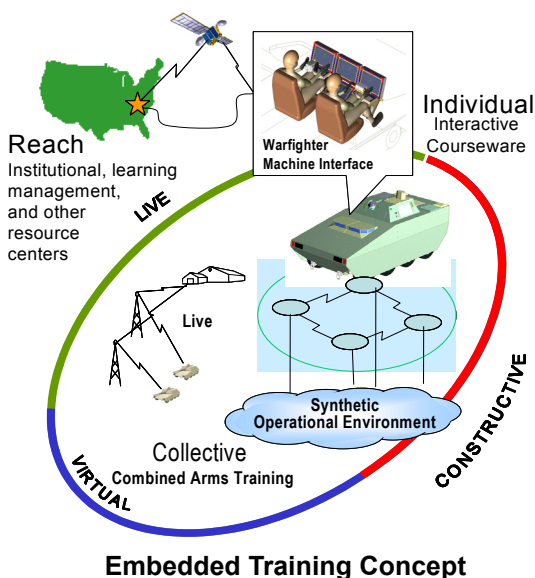
plan, execute, and assess. It facilitates standardization of full task training between institution and unit, and provides:

- Continuous future training operations supported by integral, embedded training systems.
- Direct interactions with networked warfighting systems in a synthetic operational environment for commanders, staffs, and soldiers to practice, and hone critical warfighting skills.
- Interaction with higher headquarters and simulated interaction with lower echelons including small tactical units/small platforms.
- Individual courseware (MOSQ or PME).
- Training management support (curriculum guidance, planning, tracking student progress/certification).

Embedded training greatly increases both individual and unit access to challenging, combined arms training through a virtual battlespace, as compared to the current limited availability of fixed facilities or stand-alone training devices.

Embedded training uses Soldiers' operational equipment as man/machine interfaces, controls, and displays, for operational software, and databases. Networking brings physically separated participants together on one common battlefield. Information not stored on-board is available via reach back to knowledge repositories.

The Army Plan 2004-2019 recognizes embedded training's importance to training the Future Force, and it is an FCS key performance parameter. Embedded training capabilities are part of the technology insertions re-capitalization of current systems and acquisition of interim systems. The goal is interfacing these systems with FCS embedded training.



The Futures Center (FC)

TRADOC builds the future Army using a system of systems approach to produce complete capabilities. Capabilities result from developing and blending DOTMLPF to support joint and Army operational tasks. The Futures Center is the key to development of the Future Force.

Mission

The TRADOC Futures Center designs, develops and integrates into a joint warfighting environment, from concept to capability, all aspects of the Future Force. It develops and integrates joint and Army concepts, architectures and DOTMLPF capabilities; validates science and technology priorities; and, leads future force experimentation. The Futures Center synchronizes and integrates Army capabilities with joint, interagency and multinational capabilities.

The Futures Center's Roles

TRADOC is the Army's agent for anticipating and leading change. In its capacity as architect of the future, the FC links the Army's users and developers of capability to those in the acquisition and joint communities. TRADOC leads concept development and experimentation and has oversight of Army science and technology efforts. The FC is the Army's entry point into joint concept development, experimentation and requirements generation. To balance development of future capabilities with current needs, the FC integrates combat developments for current forces, including Stryker, and Future Forces.

Operations

The Futures Center manages the development of concepts and architectures, experimentation and the determination of concepts-based capabilities needed to support joint and Army concepts. The FC's responsibilities include development of system-of-system/family-of-systems architectures (SOSA/FOSA) and DOTMLPF solutions that sustain the readiness of the current force and integrate its capabilities with those of the Future Force.

Wargaming

A consistent approach to the application of threats in a range of complex operational environments is essential for use in the development of concepts, requirements, and for training. This requirement has taken on new dimensions with the analysis supporting Army Transformation. Reasoned, experienced judgment provided by a cadre of experienced wargamers is brought to bear in the ongoing Future Force concept experiment program.



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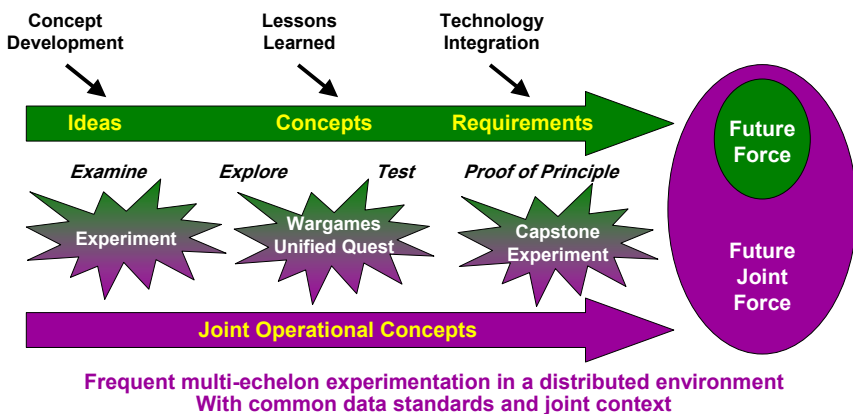
The Futures Center sponsors the Chief of Staff Army's annual wargame named UNIFIED QUEST. The game examines key issues in the future warfare environment and provides insights to Army senior leadership and to the Army combat developments process in concepts, doctrine, organizational design, science and technology, and in human behavior. UNIFIED QUEST is supported by a comprehensive Future Warfare Study Plan that features a variety of events that all feed in to the game including staff exercises; special focus games in logistics, information operations, and special operations; various capability workshops; and the scenario or contemporary operational environment development process.

Army – Joint Concept Development and Experimentation (CDE)

The Army uses a concept-driven experimentation strategy to rapidly mature warfighting concepts, develop organizational design, and create materiel / technical solutions. This allows for a focused effort to optimize resources and time available, while minimizing schedule and capabilities risks. The tight schedule demands a collaborative and spiral process within the Army and Joint communities. Being integrated with Joint experimentation efforts ensures the Future Force will meet future requirements of the combatant commanders. Conducting frequent multi-echeloned, distributed experiments maximizes learning benefit while minimizing cost and PERSTEMPO demands.

The process begins with ideas that are examined during Joint and Army transformation wargames. Feedback from the wargames informs concepts development for the Army, sister Services, and US Joint Forces Command (USJFCOM). The process accounts for continuous lessons learned from recent operational experience, and for technology integration as a result of efforts from military labs, industry, and academia. The result is future warfighting capabilities embodied in the Future Force and in joint forces.... concepts that are born joint.

... Rapidly mature warfighting concepts, organizational design, and materiel solutions



Concept Driven Experimentation Strategy

Concept Development and Experimentation Program

The Futures Center will be the TRADOC link into the Joint Concept Development and Experimentation (JCDE) program and will provide liaison to Joint Forces Command (in the J7 and J9) as well as providing guidance and direction for the full integration of the Joint and Army CDE development plans. The Joint and Army Concepts Directorate (JACD) represents TRADOC and Army issues for concepts development. The Joint and Integration Directorate (JID) leads an integration process matrix that includes all TRADOC major directorates and the Army staff G3, G8, and Objective Force task force (OFTF).

The Futures Center will support Joint Transformation through the JCD&E program. USJFCOM, as DoD's executive agent for the JCD&E program, has developed a two-path approach: a concept development pathway, focused on developing and maturing joint operational warfighting concepts, and a prototype/operationalized pathway focused on realizing promising joint concepts. Continuous experimentation is the foundation underpinning both pathways. The Futures Center's experimentation efforts to support the Future Force include integration with Joint and Service transformation efforts, including concept development and DOTMLPF requirements development. Millennium Challenge, USJFCOM's large-scale field experiment investigates rapid decisive operations, and illustrates the commitment of The Army to integrating service and Joint Transformation. Within a distributed live/virtual/constructive experimental environment, The Army can accomplish key objectives for Army Transformation while supporting USJFCOM Joint Transformation objectives. In the future, The Army will continue to support JCD&E along all pathways. Army and USJFCOM wargaming efforts, spearheaded by the Futures Center, will be closely coordinated to provide a sound joint context for all concept development and to exploit synergistic examination of emerging Joint and Service concepts. In a similar fashion, the Futures Center will collaborate with the Services and USJFCOM to ensure informed concept refinement and requirements development. The Futures Center will support the standing joint force headquarters effort, to guarantee that Army units are fully trained and equipped to support both the development and fielding of this organization to combatant commanders.

Battle Labs

The Director, Futures Center and the commandants at TRADOC's centers and schools employ battle labs to develop Future Force capabilities. While all battle labs have basic developments and experimental capabilities, TRADOC charters and provides selected labs with enhanced development, integration, and analytic resources to support commandants designated by the FC to lead specific Future Force developments efforts. Enhanced battle lab charters will formally designate other battle labs and Directors of Combat Developments (DCD) at proponent centers and schools as team members, responsible for providing the enhanced battle lab with subject matter expertise, branch/functional standards and study support for future work. This developments concept provides a matrix or teaming

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approach to building integrated Future Force requirements and relies upon a collaborative environment for experimentation and analysis.

To execute these responsibilities, the Futures Center manages the development efforts of the enhanced battle labs and proponent DCDs. Enhanced battle labs execute Future Force developments as tasked by the Futures Center. They are teamed with branch proponent DCDs who provide functional expertise and standards to support futures work. The Director, Futures Center and his staff will also establish and maintain teaming relationships with non-TRADOC proponents and battle labs (e.g., SMDC, AMEDD, USASOC) using memoranda of agreement or understanding. Although focused on future capabilities, this collaborative developments work directly supports the readiness and go-to-war capability of the current force, to include timely incorporation of lessons learned from current operations.

The Futures Center reviews and validates enhanced battle lab and proponent concepts and DOTMLPF capabilities analyses prior to submitting them to senior Army leaders for approval. Once they are approved, the FC develops or tasks an enhanced battle lab or proponent DCD to develop requirements documents. At the appropriate point in development of each capability, it is handed over to the proponent DCD who will manage it through the remainder of its life cycle.

Army – Joint Capabilities Integration and Development (CID)

The Joint Capabilities Integration and Development System (JCIDS) prescribed by the Chairman, Joint Chiefs of Staff in CJCSI 3170.01C and CJCSM 3170.01 provides an analytically rigorous method for developing needed capabilities from approved concepts and architectures. The FC establishes developments policy and guidance and oversees the application of the JCIDS by proponents and battle labs in developing requirements documents. Applying measures of effectiveness and performance derived from concepts, the FC infuses the top-down guidance that disciplines the capabilities-based JCIDS process by setting analytic standards, reviewing and approving analysis plans, and prioritizing development efforts in pursuit of needed capabilities so that they correspond with transformation plans and future operational needs. By designing and conducting experimental events within joint and Army experimentation opportunities, the FC tries and validates new conceptual and DOTMLPF approaches to providing needed capabilities. The FC influences and validates S&T development plans on the basis of long-range technology needs identified through CID analyses and experimentation.

Representing the warfighting user throughout the development and resourcing process, the FC determines the key performance parameters for DOTMLPF solutions and assesses program managers' proposed trade-offs between cost and performance on the basis of warfighting impact. As the POM is constructed and the budget is assembled, the FC monitors the effect of resource decisions on future capabilities and proposes risk mitigating adjustments to resources, force structure, system performance, other DOTMLPF programs, and sometimes to

underlying concepts and the integrated architectural views that depict how capabilities are produced.

Combined Arms Center (CAC)

The Combined Arms Center is responsible for Doctrine, Training, Leader Development, and Battle Command. As the TRADOC proponent for leader development, it oversees all Professional Military Education. It is responsible for coordination and integration of leader development training including TRADOC schools and centers, the Warrant Officer Career Center, the Sergeants Major Academy, the Western Hemisphere Institute for Security and the Defense Language Institute. Linkage of the Army War College curriculum with the rest of the Officer Education System completes the set of institutional realignments needed to affect a synchronized and tailored educational progression for all officer leaders. TRADOC is consolidating its educational institutions within the Combined Arms Center (less the Army War College) to provide the oversight and resources for managing individual training and education.

Battle Command

The TRADOC Program Integration Office - Battle Command is the Combined Arms Center's executive agent for integration of battle command across TRADOC. It is the focal point for current, Stryker, and Future Force Battle Command DOTMLPF development efforts. The span of control includes integrating the efforts of the TRADOC Systems Manager Current Battle Command, the Architecture and Requirements Division, and the Battle Command Battle Lab. The TRADOC Program Integration Office - Battle Command will work with other TRADOC organizations to ensure BC integration. It will use the TRADOC DCSINT established contemporary operational environment as the benchmark for measuring battle command effectiveness. It will develop, integrate, and experiment with concepts and organizations to improve the function of battle command across the Army and Joint/Coalition Forces.

Doctrine

Combined Arms Center is the TRADOC proponent for all Army doctrine that includes developing and integrating Army doctrine for all echelons to include joint, multi-Service, and multinational doctrine. The doctrine integration function applies to doctrine developed by non-TRADOC as well as TRADOC proponents. The Director, Combined Arms Doctrine Directorate is CG Combined Arms Center executive agent for these areas. Combined Arms Center provides the Army's link to the joint doctrine development process and ensures that the Army's contributions are correctly incorporated into joint doctrine.

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Training

The mission of Combined Arms Center -Training is to manage the development, resourcing, and integration of The Army's collective training efforts and programs to train units and leaders to conduct the full range of military operations in the contemporary operational environment. Combined Arms Center - Training identifies, gathers, and supports the field's collective training requirements. It supports Army Transformation, but its primary focus is on supporting the field's readiness requirements. It integrates the work of the directorates to support implementation of OSD's Training Transformation Strategy. The Combined Arms Center - Training synchronizes collective training requirements with the institutional individual training requirements.

In partnership with the DCSINT, the Combined Arms Center - Training ensures that the OPFOR doctrine and OPFOR execution produces the desired training and leader development outcomes. It integrates the Army's training enablers and programs and provides oversight for the Combat Training Center program.

Leader Development

Training for operations on a distributed battlefield in the contemporary operational environment requires new approaches to leader training. The Center for Army Leadership is the proponent for Leader Development. It conducts research and establishes future leadership environment requirements, and designs Leader Development Action Plans. It recommends and institutionalizes current and emerging Leader Development trends and concepts, and designs, manages, maintains and sustains Education System curriculum. The Center for Army Leadership works cooperatively with the Combined Arms Center - Training to train leaders; Command and General Staff College provides "what" needs to be accomplished for officers, warrant officers, NCOs, and civilians, while the Combined Arms Center - Training (with additional resources from TRADOC HQ) oversees the implementation of those requirements in the schools. A structured leader development program, that has proven to be valuable, is one that focuses on training leaders using demanding and imaginative vignettes.

U.S Army Accessions Command (USAAC)

The USAAC was established by general order on 15 February 2002. It is a subordinate command of TRADOC, charged with providing integrated command and control of the recruiting and initial military training for the Army's officer, warrant officer, and enlisted forces. USAAC is designed to meet the human resource needs of The Army "from first handshake to first unit of assignment." In this mission, the command transforms volunteers into quality soldiers, leaders, and team members for America's Army. USAAC primary goals are to instill new soldiers with a spirit to win; meet the Army's annual personnel requirements; and produce a seamless transition between the recruiter, trainer, and the soldiers' first

unit. All these goals will improve the readiness for today's Current Force and tomorrow's Stryker and Future Forces. The benefits of this new command are to:

- Provide a seamless transition from volunteer to soldier.
- Improve readiness for the Current, Stryker, and Future Forces.
- Ensure The Army gets the right soldier, at the right time, in the right place, with all the right competencies.
- Provide integrated strategy and processes for recruitment of soldiers, thereby enhancing overall Army recruitment efforts.
- Integrate strategic outreach to improve connection with America.
- Enable reengineering of the disparate accessions information systems.
- Standardize quality measures across Army training facilities.
- Support integrated accessions research and innovative solutions.
- Enable and promote rapid Army transformation.

Deputy Commanding General for Transformation

Three and a half years after the Chief of Staff of the Army announced his vision for transformation, the first Stryker Brigade has been organized, equipped and trained and has completed its developmental training. In the first half of this year, the 3rd Brigade 2nd Infantry Division executed a deployment exercise and an Operational Evaluation and is now preparing for operational deployment. The deployment exercise used multiple modes of transportation moving elements of the Brigade by air, land and sea including C130 flights into Geronimo Forward Landing Strip at the JRTC. The Operational Evaluation was a congressionally mandated assessment of the Stryker Brigade Combat Team (SBCT) design for sufficiency and effectiveness. Both the deployment exercise and the Operational Evaluation were a great success and the lessons and insights from this experience will be used to refine doctrine, training, organizational structure, leader development, as well as materiel and personnel manning requirements.

Training

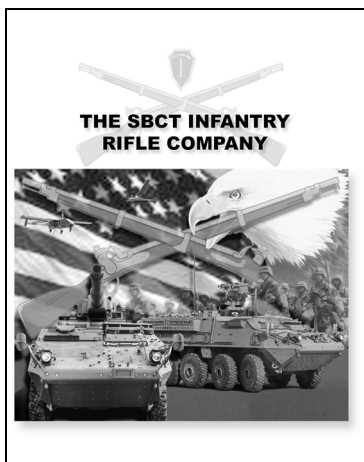
The new capabilities of the Stryker Brigades require new training methodologies and models. Meeting these requirements demands innovative approaches that create new ways to train and sustain critical skills. Software updates for the Army's Battle Command System will be blocked to create focused training windows to simultaneously update all components and train soldiers on the differences.

Training support packages were created to train staffs and command posts to operate vertically and horizontally, maximizing the potential of the Army Battle Command System for command and control. Additionally, the mission support training facility has linked live, constructive and virtual training in new ways that enhance training value and opportunities. Training support packages are also being created to provide commanders with on the shelf tools for structured training.

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Doctrine

In March 2000, six months after the announcement of Transformation, initial draft doctrine for the SBCT was provided to the 3rd Brigade 2nd Infantry Division. The doctrine was comprised of 25 FMs and 21 MTPs for units from platoon to brigade. In many cases, the doctrine was for units that are new to Army force structure and, in all cases, included new capabilities and equipment for an Army brigade. Since the fielding of the initial draft doctrine, an interactive effort between TRADOC and the first two SBCTs has refined the initial draft doctrine, coordinating draft, and, in some cases, final draft doctrine. Most importantly, as the brigades reorganized into the SBCT structure, they had doctrine for training their new units and new capabilities.



Leader Development

Training for operations on a distributed battlefield in the contemporary operational environment requires new approaches to leader training. A structured leader development program, that has proven to be valuable, is one that focuses on training leaders using demanding and imaginative vignettes. Many of these training initiatives have already been incorporated into the training base and help point the way for training the leaders of the Future Force.

Way Ahead

Transforming our Nation's military capabilities while at war requires a careful balance between investing in the capabilities of the Future Force and sustaining and enhancing the capabilities of current forces. Training, accessions, and Future Force development are essential to an Army that will remain ready and relevant to the needs of the Nation.

Cover graphics by Soldiers Magazine;
Photo by Army Photographer SFC William Jones



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